Police Work Ethic, Personnel Work Involvement in Public Service Performance Through Extra Role Behavior at Grobogan Police

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Abstract. This study aims to explore the correlation between work ethic, work involvement, extra-role behavior, and public service performance of police personnel at Grobogan Resort. The population studied was all police personnel at Grobogan Resort Police, with a total of 89 personnel. The sampling method used was a census, where the entire population became the research sample. Data collection was carried out through a personal questionnaire, consisting of statements with intervals of 1-5, from Strongly Disagree (STS) to Strongly Agree (SS). Data analysis was carried out using the Partial Least Square (PLS) method. The results of the analysis showed several significant findings. First, it was found that work ethic had a significant influence on extra-role behavior, indicating that the better the work ethic, the better the extra-role behavior demonstrated by personnel. Second, there was a significant relationship between work ethic and public service performance, indicating that a strong work ethic correlates with better service performance. Furthermore, work involvement was also found to have a significant influence on extra-role behavior and service performance. This indicates that the higher the level of work involvement, the better the extra-role behavior and service performance demonstrated by personnel. In addition, extra-role behavior is also proven to have a significant influence on service performance, indicating that the better the extra-role behavior, the better the service performance that can be produced by personnel. This finding provides a deeper understanding of the importance of work ethic and work engagement in improving extra-role behavior and public service performance. The implication is that management can develop strategies to strengthen work ethic and work engagement in order to improve the public service performance of police personnel at the Grobogan Resort.

Keywords: Behavior; Engagement; Role; Work.

1. Introduction

In Indonesia, public service regulations are regulated through Law Number 25 of 2009 concerning Public Services. Public services are defined as a series of activities aimed at fulfilling service needs in accordance with laws and regulations for citizens and residents, including goods, services, and/or administrative services provided by public service providers.

Therefore, both the central and regional governments are obliged to implement public services to fulfill the needs and rights of the community.
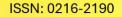
One of the vital institutions in Indonesia, namely the Police, has a main objective according to Article 4 of Law No. 2 of 2002 concerning the Indonesian National Police. These objectives include realizing domestic security, maintaining public security and order, enforcing the law, providing protection, shelter, and services to the community, and respecting human rights. The role and function of the police are directed to enforcing the law and providing services to the community by respecting civil rights and upholding Human Rights (HAM). The term "Civilian Police" emphasizes the value of police behavior that respects civil rights, is humanitarian, non-military, and serves the interests of the community. Understanding "civilian police" begins with the awareness that the police are dealing with humans in their work, so the police must treat humans in accordance with human rights (Destiani et al., 2023).

The principles of "civilian police" involve a flexible attitude, good interaction with the community, and being a role model for the community. (Wulan et al., 2022). This means that the police must have an attitude that can adapt, interact positively with the community, and be a good example for them. The paradigm shift requires the Police to provide services to the community with a focus on the principle of "civilian police." This principle emphasizes police services that place civilians as the center of attention, similar to the relationship between servants and the community in need. The "civilian police" paradigm shows that the legal and administrative accountability of the police is directed to the community being served (public accountability), not to the authorities.

The important role of the police in providing protection and security requires optimal service in carrying out duties as public servants, with the aim of creating superior police services (Hadi & Syaiful Anwar AB., 2021). The quality of these services cannot be separated from public satisfaction with the services provided by the police. Sometimes, complaint services face a high level of busyness due to the large number of complaints or cases reported by the local community. The existence of many complaints emphasizes the importance of providing additional services so that each complaint can be processed in a timely manner and with good quality.

At the regional level, such as in the Grobogan Police, the activities carried out also focus on serving the community. The Grobogan Police, for example, are involved in handling cases that disturb the community and maintaining the safety and discipline of the community in traffic. Operation Zebra is one of the steps taken by the Grobogan Police to achieve this goal. This operation has the main objective of providing education to the community, with the hope of increasing awareness to become pioneers of traffic safety. Thus, the activities of the Grobogan Police are not only repressive towards disturbing cases, but also proactive in preventive efforts to improve the safety of the community in their daily activities.

One of the factors related to poor service performance is the Organizational Citizenship Behavior (OCB) factor. (de Geus et al., 2020a). Namely behavior that likes to help and

prioritize others, is highly disciplined, behaves well towards the organization, is kind and polite. According to Organ dalam (Ardella & Suhana Suhana., 2023) Organizational Citizenship Behavior (OCB) is an extra individual behavior that is not directly or explicitly recognized in a formal work system, and which in aggregate is able to increase the effectiveness of organizational functions.

Organizational Citizenship Behavior contribute to the organization in the form of increasing the productivity of coworkers (Widarko & Anwarodin, 2022); increasing productivity (de Geus et al., 2020b), saving resources owned by management and the organization as a whole (Jiang et al., 2019); improve the organization's ability to adapt to environmental changes (Meynhardt et al., 2020).

The relationship between work ethic and extra-role behavior suggests that the views and values underlying a person's work ethic can influence the extent to which that individual is willing to contribute beyond their routine duties at work. (Putra et al., 2022a). Work ethic includes attitudes, dedication, and values related to work, while extra-role behavior involves voluntary actions that are not included in the formal job description, but add value to the organization. (Arifin, 2023).

If someone has a strong work ethic, they are more likely to exhibit extra-role behavior. (Asroti et al., 2022). Individuals with a strong work ethic may be more motivated to help coworkers, take initiative, or engage in activities that enhance the performance and well-being of the organization. Conversely, if someone has a weak work ethic, they may be less motivated to engage in extra-role behaviors. A low work ethic can result in a lack of initiative, a lack of involvement in extra-role tasks, and a lack of positive contributions that can enhance the effectiveness and sustainability of the organization.

It is therefore important for police organizations to understand and develop a positive work ethic among their members, which can be done through building an organizational culture that supports values such as responsibility, dedication, and initiative. By strengthening the work ethic, organizations can create an environment where extra-role behavior becomes more common, contributing to the common good, and improving overall performance. From a functional perspective, the Indonesian National Police are expected to carry out their duties with an ethical, fair, and friendly attitude, as well as provide services and maintain order. However, in recent times, the public has begun to lose confidence in the performance of the Indonesian National Police. This is related to the existence of actions that do not meet ethical, fair, and friendly standards, even involving abuse of organizational authority, values, and standards of polite behavior. These deviations include various behaviors that can be carried out by officers.

Deviations committed by some police officers indicate a gap between the police code of ethics or expectations about how the police should act and the reality in the field. This gap certainly does not occur without a cause. According to researchers, there are two factors that cause deviations, namely internal and external factors. Internal factors include the inability of

individuals to adjust to the duties carried out as police, the desire to gain recognition, and unhealthy mental conditions. While external factors include economic needs, an unsupportive environment, and a lack of understanding of religion.

One of the factors that supports service performance other than OCB is work involvement. (Demir, 2020). *Job involvement* refers to the way employees participate in decision making regarding their work and working conditions. (Lambert et al., 2016). Then Saxena & Saxena (2015) defines high involvement climate as a managerial approach that focuses on increasing employee involvement to improve employee work experience and overall organizational competitiveness. Based on this explanation, high involvement climate can refer to employee views of a series of management behaviors that affect performance. (Janssen, 2003).

This research is a follow-up to the research suggestions in the article(de Geus et al., 2020a)which recommends three areas for future research, namely: (1) in relation to theory: linking OCB to public sector concepts such as bureaucracy, public leadership, and public service motivation; (2) in relation to research design: using stronger survey, experimental, and case study designs, and paying more attention to cross-sector and cross-country differences; and (3) in relation to the consequences of OCB: addressing gaps in our knowledge of how OCB impacts public organizations, including negative impacts. Then, the difference in research related to the role of work ethic on service performance still leaves controversial results. The results of the study indicate that variations in work ethic practices are unable to improve employee performance. (Sapada et al., 2017). This result is different from research that shows the influence of work ethic on the quality of ASN services. (Mangkat et al., 2019).

2. Research Methods

This research is an associative explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2018). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence of work ethic, work involvement, extra-role behavior and public service performance of Grobogan Resort Police personnel.

 Population is a generalization area consisting of subjects who have certain qualities and characteristics that are determined in research to be studied and then conclusions drawn. (Sugiyono, 2018). In this study, the population in question is all Police Personnel at Grobogan Policeas many as 89 personnel.

A sample is a part of a population that is needed to represent the entire population. (Ghozali, 2018). It is important to ensure that the sample reflects the characteristics of the population in order to reduce errors associated with sampling. The sampling technique uses a census technique where the entire population is a sample.

Source The data in this study includes primary and secondary data. Primary data is data that is obtained directly from the object (Widodo, 2017). The primary data of the study includes: work ethic, work involvement, extra-role behavior and public service performance of Grobogan Resort Police personnel.

Secondary data exists is data obtained from other parties. The data includes statistical dataand references related to this study.

3. Results and Discussion

Respondent Description

The description of the characteristics of the research respondents is displayed with statistical data obtained through the distribution of questionnaires. This description of the respondents provides some brief information about the conditions of the respondents being studied. The research was conducted by distributing research questionnaires on April 2-5, 2024 to 89 Grobogan Police Traffic Unit Personnel. The questionnaire was distributed using an online questionnaire (googleform). The results of the distribution of the research questionnaire obtained 89 questionnaires that were completely filled out and could be processed. The description of the respondents in this case can be presented according to the characteristics of the respondents presented as follows:

Respondent Description Table

Category	Characteristics	Amount	Percentage
Age	20 to 30 years	20	22.47
	31 to 40 years old	44	49.44
	41 to 50 years old	23	25.84
	51 to 58 years old	2	2.25
Gender	man	71	79.78
	Woman	18	20.22
Education	High School	28	31.46
	Diploma	1	1.12
	Bachelor degree	56	62.92
	S2	4	4.49
	S3	0	0.00
Length of working	0 - 10 years	20	22.47
	11 to 20 years	44	49.44
	21 to 30	23	25.84
	>30	2	2.25
Functional Unit	Traffic Police	32	35.96
	Bag/Sie	19	21.35
	Criminal Investigation Unit	14	15.73
	Satsamapta	11	12.36
	Security and Intelligence Service	5	5.62
	Community Police Unit	4	4.49
	Drug Investigation Unit	4	4.49

Source: Data processing results, 2024.

shows that the number of male respondents reached 60 people (67.4%), while female respondents numbered 29 people (32.6%). This data confirms that the number of men is more dominant than women in this sample.

In terms of age, the characteristics of the respondents show that 25 respondents (28.1%) are aged 21-30 years, 30 respondents (33.7%) are aged 31-40 years, 23 respondents (25.8%) are aged 41-50 years, and 11 respondents (12.4%) are aged 51-60 years. These data indicate that the majority of respondents are in the 31-40 age range. This age often reflects a fairly mature level of experience and expertise in the field of law enforcement, which can affect the ability to make decisions while on duty.

In terms of education, the majority of respondents have an educational background at the high school/vocational school level, namely 39 respondents (43.8%). Meanwhile, respondents with a Diploma education reached 17 people (19.1%), Bachelor's degree as many as 31 people (34.8%), and Master's degree as many as 2 people (2.2%). This finding shows that the majority of respondents have a high school/vocational school education, which indicates that they have skills in accordance with agency policies, especially in handling emergency situations on the highway. In terms of work experience, the majority of respondents have worked for 0-10 years, namely 47 respondents (52.8%). Respondents with a work period of 11-20 years reached 26 people (29.2%), a work period of 21-30 years as many as 12 people (13.5%), and more than 30 years as many as 4 people (4.5%). The work experience possessed by these police officers can strengthen their understanding of the law and law enforcement procedures.

Descriptive Analysis of Research Data

In this section, descriptive analysis is conducted to obtain a picture of respondents' responses to the research variables. This analysis is conducted to obtain perceptions about respondents' tendencies to respond to the indicator items used to measure the variables and to determine the status of the variables studied at the research location.

The variable description is grouped into 3 categories, namely: low category, score = 1.00 - 2.33, medium category, score = 2.34 - 3.66 and high/good category, with a score of 3.67 - 5.00. The complete variable description is shown in table 4.5.

YesResearch Variable Description bell

Variables	Indicator	mean	stdev
Work Ethos	Efforts made;	3.58	0.95
	Healthy competition;	3.46	1.01
	Openness;	3.56	1.05
	Responsibility.	3.71	1.04
	Overall mean	3.58	

Job Engagement	The importance of being involved in work	3.70	0.96
	The importance of being proactively involved with work	3.64	0.77
	The relationship between work and life goals	3.63	0.92
	Overall mean	3.66	
OCB	*Altruism.*	3.62	0.89
	Conscientiousness:	3.75	0.83
	Sportsmanship.	3.91	0.82
	Courtesy.	3.74	0.90
	Civic Virtue.	3.67	0.78
	Overall mean	3.74	
Police personnel performance	Reliability.	3.72	0.72
	Responsiveness.	3.79	0.89
	Assurance.	3.76	0.88
	Attention (Empathy).	3.76	0.84
	Tangible.	3.92	0.83
	Overall mean	3.79	

showdescription of the mean value and standard deviation of each observed variable, namely Work Ethic, Work Involvement, Organizational Citizenship Behavior (OCB), and Police Personnel Performance. Work Ethic variable, respondents tend to show moderate efforts with an overall mean value of 3.58 which is included in the moderate category. Then, each variable isEfforts made got a mean value of 3.58; high responsibility with a mean value of 3.71; healthy competition with a mean value of 3.46 and openness in the work environment with a mean value of 3.56.

The indicator with the highest mean value is high responsibility and the indicator with the lowest mean value ishealthy competition. These results indicate that in the work environment, responsibility is seen as very important while the perception of healthy competition may be less emphasized. To develop the work ethic variable, focus can be given to strengthening the value of responsibility and efforts to increase positive perceptions of healthy competition. Steps that can be taken include developing training programs that emphasize the importance of responsibility in achieving organizational goals, as well as education to increase awareness of the benefits of constructive competition. In addition, developing policies and organizational culture that support these values is also important, such as recognizing responsible behavior and creating a work environment that encourages collaboration rather than detrimental competition. Through these steps, it is hoped that the

organization can form a strong work ethic, create a competitive, productive, and motivating work environment, and encourage the achievement of common goals more effectively.

Job Engagement also shows a significant level of importance to being involved in work with an overall mean value of 3.66 which is in the moderate category. Then, the respondents' perception of the importance of being involved in work gets a mean value of 3.70; the importance of being proactively involved with work has a mean value of 3.64; and the relationship between workers and life goals obtained a mean value of 3.63.

From the data analysis, it can be seen that in the Job Engagement variable, the importance of being involved in work has the highest mean value while the relationship between workers and life goals has the lowest mean value. This reflects that in the context of the work environment, employees place more emphasis on the importance of being actively involved in work than on establishing a strong relationship between work and personal life goals. To develop this analysis, organizations need to strengthen the values that encourage employees to be actively involved in their work. Steps that can be taken include developing human resource development programs that emphasize the importance of involvement in achieving organizational goals, as well as efforts to increase awareness and understanding of the positive correlation between work and personal life goals. By strengthening the level of employee engagement in their work and helping them build a more meaningful relationship between work and personal life goals, companies can create a more satisfying and motivating work environment, which will ultimately improve overall performance and productivity.

Meanwhile, from the OCB variable, respondents represent extra-role behavior well as evidenced by the overall mean value obtained of 3.74. Then, the altruistic behavior indicator gets a mean value of 3.62; responsible gets a mean value of 3.75; sporty behavior gets a mean value of 3.91; polite gets a mean value of 3.74; and having good citizenship in the work environment gets a mean value of 3.67.

Indicator variable Organizational Citizenship Behavior (OCB), sportsmanship behavior has the highest mean value, while altruistic behavior has the lowest mean value. This indicates that in the work environment, employees tend to show a sportmanship attitude in interacting with coworkers, while the importance of altruistic behavior may be less emphasized. To develop stronger OCB indicators, organizations need to strengthen sportsmanship behavior by forming work teams to strengthen teamwork, effective communication, and constructive conflict resolution. In addition, it is also necessary to pay attention to the development of altruistic behavior through an organizational culture that encourages altruistic values.

Service performance variables, respondents showed a high perception as evidenced by the overall mean value of 3.79. Each indicator received a mean value in the high category where the mean value of the reliability level was 3.72; the mean value of responsiveness was 3.79; the mean value of confidence was 3.76; the mean value of empathy was 3.76; and the mean value of tangible / tangible was 3.92.

The findings show that tangible indicators have the highest mean value while reliability has the lowest mean value. This indicates that employees tend to place more emphasis on visible or concrete aspects of service than on reliability or certainty in fulfilling promises to the public. To improve service performance, organizations need to take steps such as strengthening tangible aspects through the development of more visually appealing products or services, as well as increasing direct interaction with the public. In addition, organizations also need to improve service reliability by setting clear and consistent standards, as well as through personnel training to improve the quality and consistency of services provided.

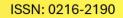Evaluation of Measurement Model (Outer Model)

In PLS analysis, the basic evaluation conducted is the evaluation of the measurement model (outer model) with the aim of determining the validity and reliability of the indicators that measure latent variables. Validity criteria are measured by convergent and discriminant validity, while construct reliability criteria are measured by composite reliability, Average Variance Extracted (AVE), and Cronbach Alpha.

1. *Convergent Validity*

Evaluation of the latent variable measurement model with reflective indicators is analyzed by looking at the convergent validity of each indicator. Convergent validity testing in PLS can be seen from the magnitude of the outer loading of each indicator on its latent variable. The highly recommended Outer loading value is loading above 0.70 (Ghozali, 2011).

Loading factor value table

Name	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X11<- Work Ethic	0.807	0.800	0.051	15,745	0.000
X12<- Work Ethic	0.838	0.835	0.035	23,787	0.000
X13<- Work Ethic	0.865	0.863	0.032	26,740	0.000
X14<- Work Ethic	0.823	0.822	0.030	27,038	0.000
X21<- Job Engagement	0.841	0.840	0.038	22,362	0.000
X22<- Job Engagement	0.835	0.834	0.033	25.146	0.000
X23<- Job Engagement	0.812	0.809	0.044	18,507	0.000
Y11<- OCB	0.763	0.761	0.055	13,788	0.000
Y12<- OCB	0.801	0.798	0.046	17,577	0.000
Y13<- OCB	0.803	0.801	0.039	20,609	0.000
Y14<- OCB	0.807	0.805	0.044	18,386	0.000
Y15<- OCB	0.780	0.780	0.041	18,875	0.000
Y21<- Service Performance	0.774	0.774	0.047	16,406	0.000
Y22<- Service Performance	0.809	0.803	0.048	16,955	0.000
Y23<- Service Performance	0.776	0.775	0.039	19,987	0.000
Y24<- Service Performance	0.772	0.769	0.049	15,608	0.000
Y25<- Service Performance	0.805	0.802	0.043	18,687	0.000

In the table above, it can be seen that the magnitude of the outer loading of each indicator has a value greater than the critical limit of 0.700. Thus, the variables of Service Performance, OCB, Work Involvement and Work Ethic can be formed or explained well or can be said to be convergently valid by the indicators that form them. Based on the results of the convergent validity test on each variable, it can be concluded that all indicators are declared valid, so they can be used to explain the variables in this study.

2. Discriminant Validity

*Discriminant validity*namely a measure that shows that the latent variable is different from other constructs or variables in theory and is proven empirically through statistical testing. Discriminant validity is measured by the Fornell Lacker Criterion, HTMT, and Cross loading. The test results on each variable can be explained as follows:

3. Fornell Lacker Criterion Test Results

Validity testing using the Fornell-Larcker Criterion is done by looking at the root value of the Average Variance Extract (AVE) compared to the correlation between constructs with other constructs. This test is fulfilled if the root of the AVE is greater than the correlation between variables.

Table of Discriminant Validity Test Values with Fornell-Larcker Criterion Criteria

	Work ethic	Job Engagement	OCB	Service Performance
Work ethic	0.833			
Job Engagement	0.699	0.830		
OCB	0.708	0.827	0.787	
Service Performance	0.666	0.814	0.906	0.791

Note: The values in bold are the AVE root values.

From Table 4.4, it is obtained that the AVE root value is higher than the correlation value between other constructs. This result indicates that the constructs in the estimated model have met the criteria for high discriminant validity, meaning that the results of the data analysis can be accepted because the values that describe the relationship between constructs develop. This can mean that all constructs have good discriminant validity. Thus, the research instrument used to measure all constructs or latent variables in this study has met the criteria for discriminant validity.

6. Heterotrait-monotrait ratio (HTMT) Test Results

Validity testing using the Heterotrait-monotrait ratio (HTMT) criteria is carried out by looking at the HTMT matrix. The accepted HTMT criteria are below 0.9 which indicates that the evaluation of discriminant validity is accepted.

MarkDiscriminant Validity Test with Heterotrait-monotrait ratio (HTMT) criteria

	Work ethic	Job Engagement	OCB	Service Performance
Work ethic				
Job Engagement	0.855			
OCB	0.830	1,025		
Service Performance	0.779	1.001	1,056	

Source: Processed primary data (2024)

shows that the values in the HTMT matrix are not more than 0.9. This means that the model shows that the evaluation of discriminant validity is acceptable. From the results of the discriminant validity test, it can be seen that the HTMT test requirements have been met so that all constructs in the estimated model meet the criteria for good discriminant validity, meaning that the results of the data analysis can be accepted.

6. Cross Loading

The results of the analysis regarding the correlation of the construct with its own indicators or the correlation of the construct with other indicators can be presented in the cross loading table section.

Correlation Value of Construct with Indicator (Cross Loading))

Name	Work ethic	Job Engagement	OCB	Service Performance
X11	0.807	0.498	0.518	0.510
X12	0.838	0.539	0.591	0.553
X13	0.865	0.641	0.623	0.568
X14	0.823	0.639	0.619	0.585
X21	0.579	0.841	0.661	0.730
X22	0.606	0.835	0.697	0.687
X23	0.554	0.812	0.703	0.606
Y11	0.528	0.681	0.652	0.763
Y12	0.487	0.642	0.777	0.801
Y13	0.604	0.648	0.808	0.803
Y14	0.539	0.595	0.662	0.807
Y15	0.472	0.652	0.669	0.780
Y21	0.525	0.674	0.774	0.638
Y22	0.655	0.672	0.809	0.663
Y23	0.532	0.655	0.776	0.647
Y24	0.480	0.627	0.772	0.796
Y25	0.597	0.635	0.805	0.800

Discriminant validity testing in this way is said to be valid if the correlation value of the construct with its own indicator is greater than with other constructs and all correlation values

of the construct with its own indicator and other constructs show positive values. From the results of data processing presented in the cross loading table, it can be seen that these requirements have been met so that all constructs in the estimated model meet the criteria for good discriminant validity, meaning that the results of data analysis can be accepted.

7. Reliability Test

Reliability measurement can be done using 3 (three) methods, namely:

a. *Composite Reliability*.

Composite reliability shows the degree that indicates common latent (unobserved), so that it can show the block indicator that measures the internal consistency of the construct forming indicators, the accepted limit value for the Composite reliability level is 0.7 (Ghozali & Latan, 2015)

b. *Average Variance Extracted*(AVE)

If the AVE value > 0.5 then the indicator used in the study is reliable, and can be used for research. It is better if the AVE measurement value is greater than 0.50 (Ghozali & Latan, 2015).

c. *Cronbach's alpha*

If the Cronbach alpha value > 0.70 then the construct can be said to have good reliability.

The results of composite reliability, Cronbach's Alpha, and AVE between constructs and their indicators can be seen in the following table:

Reliability Test Results Table

	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
Islamic Job Satisfaction	0.829	0.886	0.661
Personnel Performance	0.795	0.880	0.710
Extrinsic Motivation	0.829	0.886	0.661
Empowerment	0.853	0.901	0.694

Source: Processed primary data (2024)

shows the results of the reliability test of each construct can be said to be good. This is evidenced by the AVE value of each construct > 0.5, the composite reliability and cronbach alpha values of each construct > 0.7. Referring to Chin's opinion in Ghozali (2011) then the results of the composite reliability of each construct can be used in the analysis process to show whether or not there is a relationship in each construct, because the results obtained have a value > 0.70, from the results above all variables have a composite reliability value > 0.7 meaning that they have a good reliability value and can be used for further research

processes. Reliable shows that the indicators used in real research are in accordance with the real conditions of the object being studied.

Based on the results of the evaluation of convergent validity and discriminant validity as well as variable reliability, it can be concluded that the indicators as measures of each variable are valid and reliable measures.

Goodness of fit evaluation

PLS analysis is a variance-based SEM analysis with the aim of testing model theory that focuses on prediction studies. Some measures to state the acceptance of the proposed model are R square (Hair et al., 2019). R square shows the magnitude of the variation of endogenous variables that can be explained by other exogenous or endogenous variables in the model. Interpretation of R square according to Chin (1998) quoted (Abdillah, W., & Hartono, 2015) are 0.19 (low influence), 0.33 (medium influence), and 0.67 (high influence). The following results of the determination coefficient (R2) of the endogenous variables are presented in the following table.

R-Square Value

	R-square	R-square adjusted
Service Performance	0.853	0.848
OCB	0.681	0.674

Coefficient of determination (R-square)Service Performancewhich is obtained from the model of0.853meaning of variableService Performancecan be explained 85.3% by the variables Work Ethic, Work Involvement and OCB. While the remaining 14.7% is influenced by other variables outside the study. The R square value (0.853) is in the value range0.67 – 1.00; meaning the variableWork Ethic, Work Engagement and OCBhave an influence on the variablesService Performancein the high category.

R square valueOCB of0.681It meansOCB can be explained 68.1% by the variables Work Ethic and Work Involvement while the remaining 32.9% is influenced by other variables outside the research. The R square value (0.681) is in the value range0.67 – 1.00; meaning the variableWork Ethic and Work Engagementhave an influence on the variablesOCB in high category.

Multicollinearity Test Results Table

	VIF
Work Ethic -> Service Performance	2,068
Work Ethic -> OCB	1,954
Job Engagement -> Service Performance	3.407
Job Engagement >OCB	1,954
OCB -> Service Performance	3.136

Based on the results above, it can be seen that the VIF values of all variables are below 5. This means that there is no multicollinearity problem in the model formed.

7. Analysis of Influence between Variables

This section presents the results of testing the research hypothesis that has been proposed in the previous chapter. To determine whether a hypothesis is accepted or not by comparing t count with t table with the condition that if t count > t table, then the hypothesis is accepted. The t table value for a significance level of 5% = 1.96 (Ghozali & Latan, 2015). The results of testing the influence of each variable in this study can be presented as follows:

Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/ STDEV|)	P values	Information
Work Ethic -> Service Performance	0.130	0.130	0.061	2.124	0.034	Accepted
Work Ethic -> OCB	0.191	0.186	0.085	2.233	0.026	Accepted
Job Engagement -> Service Performance	0.206	0.207	0.079	2,595	0.009	Accepted
Job Engagement >OCB	0.681	0.684	0.071	9,578	0.000	Accepted
OCB -> Service Performance	0.652	0.652	0.064	10,229	0.000	Accepted

Source: Primary data processing with Smart PLS 4.1.0 (2024)

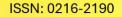The results of the data processing above can be seen in testing each hypothesis that has been proposed, namely:

1. Hypothesis→The higher the work ethic, the higher the extra-role behavior of the Grobogan Police.

The test results show that the relationship between Work Ethic and extra-role behavior has a coefficient value of 0.191, indicating that there is a positive influence of Work Ethic on extra-role behavior. Then the t-statistic value is 2.233 (t>1.99) with a p value of 0.026 <0.05. This shows that there is a significant influence of Work Ethic on extra-role behavior, which means that the better the Work Ethic, the better the Extra-Role Behavior.

2. Hypothesis →The higher the work ethic, the higher the public service performance at the Grobogan Police.

The test results show that the relationship between Work Ethic and Service Performance has a coefficient value of 0.130 which indicates that there is a positive influence of Work Ethic on Service Performance. Then the t statistic value is 2.124 (t>1.99) with a p value of 0.034 <0.05. This shows that there is a significant influence of Work Ethic on Service Performance, which means that the better the Work Ethic, the better the Public Service Performance.

3. Hypothesis →The higher the work involvement, the higher the extra-role behavior of the Grobogan Police.

The test results show that the relationship between Job Involvement and extra-role behavior has a coefficient value of 0.681, indicating that there is a positive influence of Job Involvement on extra-role behavior. Then the t-statistic value is 9.578 (t>1.99) with a p-value of 0.000 <0.05. This shows that there is a significant influence of Job Involvement on extra-role behavior, which means that the better the Job Involvement, the better the Extra-Role Behavior.

4. Hypothesis →The higher the work involvement, the higher the public service performance of Grobogan Police personnel.

The test results show that the relationship between Job Involvement and Service Performance has a coefficient value of 0.206 which indicates that there is a positive influence of Job Involvement on Service Performance. Then the t statistic value is 2.595 (t>1.99) with a p value of 0.009 <0.05. This shows that there is a significant influence of Job Involvement on Service Performance, which means that the better the Job Involvement, the better the Public Service Performance.

5. Hypothesis The higher the OCB, the higher the Public Service Performance.

The test results show that the relationship between Extra Role Behavior and Service Performance has a coefficient value of 0.652 which indicates that there is a positive influence of Extra Role Behavior on Service Performance. Then the t statistic value is 2.595 (t>1.99) with a p value of 10.229 <0.05. This shows that there is a significant influence of Extra Role Behavior on Service Performance, which means that the better the Extra Role Behavior, the better the Public Service Performance.

4. Conclusion

This study makes an important contribution in answering the controversy regarding the impact of work ethic on service performance, which is still a topic of debate among researchers. Our research findings are consistent with previous research results which confirm that Work ethic has a significant influence on the quality of ASN services (Mangkat et al., 2019). Based on the results of the study, it can be concluded that there is a significant relationship between work ethic and work involvement on Extra Role Behavior (Organizational Citizenship Behavior). Then the OCB behavior of personnel resulting from high work ethic and work involvement has a significant impact on Service Performance in the public sector. This study also emphasizes the importance of extra role behavior in improving service performance to the community.

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